



HOW CNY WORKS



Onondaga
**Citizens
League**

Onondaga Citizens League

Mission Statement

The Onondaga Citizens League fosters informed public discourse by identifying and studying critical community issues affecting Central New York, developing recommendations for action, and communicating study findings to interested and affected groups.

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Kathleen Curtis, Study Writer



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Onondaga Citizens League

700 University Avenue, Room 406
Syracuse, NY 13244
Phone: (315) 443-4846
Fax: (315) 443-4410
Email: ocl@syr.edu
Website: onondagacitizensleague.org

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Letter from Chairs

Asking questions – that’s how this starts. We ask questions. We get answers, and then ask more questions. Because we have to be sure we’re asking the right questions. We drill down further and further until our vision sharpens and we see clearly. Then, we work to report this vision to you, our fellow citizens. We offer our understanding – some further questions – and our recommendations for what can be done; recommendations outlining the work we all have to do.

The irony is not lost on us: In leading the study of “How CNY Works,” we (along with many others) have been doing work ourselves. A simple definition of work is that it’s whatever people do to make a living. A more formal definition of work is that it’s the expenditure of time, physical labor, intellect, and know-how in exchange for some form of remuneration. No matter what level of employment – whether you operate a machine, or own a company – you are a worker.

Over the course of this study, we have sought to answer important questions about work as it happens in Central New York. What is the work that people do in this region? How are people compensated by their employers? What job opportunities will shape our future? Alongside these questions has been a parallel line of inquiry: How much of Syracuse’s high concentration of poverty is tied to the ability or inability of area residents to find gainful employment sufficient to support themselves and their families?

The heart of this study, however, is not about individual workers (or non-workers) fending for themselves. Rather, it is about the overall picture of work and wages in this area – the economic ecosystem of Central New York. The individual components of this system tell part of the story. But how these components intersect and interact as a whole tells even more of the story – especially when it comes to the well-being and prosperity of the communities that make their home in this region. This was certainly true in the early days of Syracuse. It remains true today, with so much more at stake.

In Central New York, the late 19th and early 20th centuries were a time of innovation, growth, and prosperity. Our region was home to great thinkers and makers. Their creative collisions sparked invention and opportunity to do work that was hard but interesting, hone skills and know-how that were unique and became core competencies for the region, and to earn wages that made it possible to build wealth. And this was a time when our region had a knack for marketing itself. Our businesses understood their customers, and managed to turn this understanding into profit and other social advantages. This was a time when the value and dignity of work was fundamental to the prosperity of the region.

So, what happened to work in CNY? There are many ways this question could be expressed or approached, but it is the concern driving this study. We used to talk about work with pride – we flexed our muscles (body and mind) – and worked to make a living and a name for our region. But something changed, and we began to use different terms, like “career” or “career pathway,” and even “profession” to describe what we do all day. These terms disembodied work, and operate almost as a euphemism for it. They appear to reflect a change in the cultural valuation of work.

There are inevitable limitations to a study of this magnitude, so it’s important to say what this study is *not*. In describing the local world of work – leading businesses and industries, prevailing wages, rates of employment and unemployment, job creation and job loss – we make no mention of all those forms of work not directly tied to a paycheck. Stay-at-home parents. Grandparents watching children. Family members caring for the elderly. Scout leaders. CYO basketball coaches. Food pantry workers. Museum docents. ESL and literacy tutors. Community organization board members. School volunteers. These are all important forms of work that make both our individual and collective lives better and whose worth cannot be measured in dollars and cents. Similarly, we include no mention of the “underground economy,” those forms of economic activity that, for one reason or another, are “off the

books.” We note all this because – as important as paying jobs are to the CNY economy and to the persons who live here – the value of work cannot simply be “monetized.”

This study focused on key questions: What jobs exist in CNY? What does that work look like? How much do the jobs pay? Who gets hired, who advances, and who doesn’t? How do we account for and prepare for business cycles? What would it take for CNY to “work” for everyone, including those living on the economic edge in concentrated poverty?

Work is about more than money. Work may be creative or routine, energizing or exhausting, fulfilling or drudgery – but it is a form of agency. At its best, work has meaning, purpose and dignity. It gives people a sense of accomplishment – of mattering – a sense that they have made a contribution to the world around them. We know, because our work on this



Melissa Menon, Co-Chair

study has done just that for us; it has been a true labor of love (mostly!).

This part of our work is done. We now turn to you – our community. We present this study report to you and hope that it will heighten your appreciation of our region’s tremendous potential to prosper and thrive. The challenges we face now, and in the future, must be met with thoughtful action. As a community we need to understand our history – not for reasons of nostalgia, but to recognize the strengths we have. Though rooted in the past, they are the key to our future. And, when looking at our history, we also need to recognize the origins of our most serious problem, generational poverty. The work ahead will require all of us to help shape our economic policy making in service to community prosperity and the common good.



Craig French, Co-Chair

The Study Process

The process of selecting an Onondaga Citizens League study begins with the mission of our organization:

“The Onondaga Citizens League fosters informed public discourse by identifying and studying critical community issues affecting Central New York, developing recommendations for action, and communicating study findings to interested and affected groups.”

Members of the OCL Board of Directors propose possible topics which are considered in turn and a consensus is reached to select the final study topic. Co-chairs are selected to frame, design, and later facilitate study sessions. Their preliminary research, followed by scoping and design sessions, result in a study prospectus. [See Appendix 1, Study Prospectus]

Our study of “How CNY Works” included three scoping sessions where the public, OCL members, and community leaders met to identify aspects of the study topic we needed to examine, questions to explore, and individuals and groups from whom we needed to hear.

OCL conducted 12 study sessions, each focusing on one facet of work in our community. We studied the history of work in our area, with our first session at The Salt Museum at Onondaga Lake Park, the site of our area’s first real industry. We went on to examine the present economic ecosystem in our area, examining current trends, and exploring with panelists, “Do ‘Eds & Meds’ (Education and Medicine) form the base of our economy?”

We delved into the question of the role of organized labor in our past and present and the plight and health of struggling low-wage workers. The study looked at the demographics of individuals who are working, and those who are not working. We gathered representatives of programs geared to helping people find jobs. We explored the nonprofit sector in our area, as well as “third-party employment agencies,” and small and family-run businesses. Our final session included the screening of a documentary which examined how the temporary staffing industry changes the traditional employer-employee relationship, often to the detriment of the employee.

Economic developers and representatives from organizations geared to helping entrepreneurs and start-up businesses succeed shared with us their challenges and success stories. Career and Technical Education (CTE) administrators explained their programs to us, and students shared their stories of choosing this path.

In addition to the formal study sessions, the chairs and study writer held a round-table discussion with low-wage earners, attended a forum to explore public transportation challenges for workers in our area, conducted follow-up interviews, and did additional research on issues raised in study sessions.

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Francis Baumer Manufactured Candle Workforce, 1905. Photo credit: Onondaga Historical Association

Work In The Early Days

What's your job? What do you do for a living? Where do you work? Questions like these are often posed as soon as we are introduced to someone new. Work – what someone *does* is an important part of one's identity. And so it follows, the work life of a geographic area is a key component of that community's identity.

Cities, of course, get their nicknames for any number of characteristics. Syracuse earned its moniker, "The Salt City," from our earliest industry, where a natural resource, together with ingenuity, a wide variety of skills, and hard work combined to make Syracuse the nation's largest producer of salt in the 19th century. More than 11 million tons of salt were mined and produced in our area between 1797 and 1917. This amount would have filled the Carrier Dome four times!¹

The salt industry, in addition to employing hundreds of workers over the years, created the need for additional, specialized work. At this early point in our history, we begin to see the diversity in our economy. Coopers in the area built on their barrel-making skills, and made the cisterns and huge copper cauldrons that were needed when salt was produced by boiling brine. Other craftsman fashioned baskets of ash splints, where the salt would dry. In the 1820s, when local salt producers turned to a solar evaporation method instead of boiling, evaporation troughs had to be designed and manufactured.

Hundreds of men, many of whom were immigrants, found work digging the Erie Canal, which opened in 1825. The

completion of the canal created a boon for many other industries as well, which could now market, transport and sell their goods to customers in the west.

What we refer to as the "Near West Side" of Syracuse was a hotbed of excitement and innovation, beginning in the 1880s, when Charles Lipe, a mechanical engineer, opened Lipe Machine Shop. Lipe was an inventor and rented out space to engineers, inventors and marketing men. His machine shop became known as "the cradle of industry." Some of the inventions that came out of the Lipe Machine Shop included the two-speed bicycle gear, the straight-line steam engine, a manure-spreading machine, and a coffee-hulling machine.

"People came together and collaborated and motivated each other," says Edward Bogucz, executive director of the Syracuse Center of Excellence and associate professor in Syracuse University's College of Engineering and Computer Science. "It was the dawn of a very exciting time in invention in the United States and in the world. It was a confluence of technologies and capabilities. One thing led to another, led to another and led to another."

The Franklin Automobile factory opened in the same neighborhood in 1902, eventually becoming the largest employer in Syracuse, with 5,000 employees.

In 1921, a prominent Syracuse businessman, J.P. Whitcomb, delivered an address to the Chamber of Commerce in Rome, NY, touting both the success and diversity of our

manufacturing. Here are some highlights from his talk:²

We manufacture more typewriters than any other city in the world, more soda by-products than any other city in the world, more auto parts and gears than any other city in the world.

Eighty percent of the auto parts and gears used in the pleasure cars of this country, aside from Ford, are made in Syracuse. We are the greatest producer of high-grade steel with the exceptions of Pittsburgh, PA, and Sheffield, England.

Last vacation, I was visiting with my father in the shed on an old farm in Maine. Standing in the corner was a Syracuse plow. Hanging next to it was a Dietz lantern made in Syracuse.

I was invited to dinner at the home of a prominent attorney in Minnesota. He was wearing a pair of Nettleton shoes made in Syracuse. He took me to his home in a Franklin car, made in Syracuse. We had pies made from None Such Mince Meat and we ate our dinner off pottery made in Syracuse.

In the same speech, Whitcomb claimed the diversity of industries in Syracuse would prevent our city from suffering during a business depression. This was not to hold true, of course. The Great Depression had devastating effects on Syracuse, along with the rest of the nation. One of the casualties here was, Franklin Automobile, which went bankrupt in 1934.

Decades before the term "economic development" was part of our lexicon, Syracuse leaders searched for a large industry to move here, and put together a plan to make such a move attractive.

Under the leadership of Mayor Rolland Marvin, the City of Syracuse offered Carrier Corporation, based in New Jersey, generous tax incentives and the abandoned Franklin factory, for the price of \$1. The company moved here, and became a major employer in Syracuse for many decades.³

Throughout the 19th and early 20th centuries, immigrants who came to America, often from industrialized cities in Europe, could find industrial work – even though "work" often meant hard labor, long hours, and unsafe conditions. There were unskilled labor jobs that did not require the worker to speak English. Family members often worked at the same factory. Dennis Connors, curator of History at the Onondaga Historical Association, said that a common pattern was an immigrant finding work in a factory, having a son who followed in his footsteps, but who was able to speak English and moved up the ranks, earning a higher wage. The grandson, then, did not necessarily work in the factory and had the option of pursuing an education.

It was a different story for many African-Americans who

SYRACUSE POPULATION NUMBERS, from Earliest Census to 1990

Year	White Population	African-American Population
1850	21,901	370
1860	27,798	321
1870	42,616	435
1880	57,199	590
1890	87,276	843
1900	107,309	1,034
1910	136,101	1,124
1920	170,372	1,260
1930	207,200	1,899
1940	203,640	2,082
1950	215,525	4,586
1960	205,757	11,210
1970	173,611	21,383
1980	138,223	26,767

Table 1
Biggers Sam. "Demographic Change: Syracuse," Oct. 10, 2014. (<http://sambiggers.net/cities-blog/demographic-change-syracuse/>)

Based on census data from Gibson, Campbell and Jung, Kay. "Historical Census Statistics On Population Totals By Race, 1790 to 1990, and By Hispanic Origin, 1970 to 1990, For Large Cities And Other Urban Places In The United States," Working Paper No. 70, U.S. Census Bureau, February 2005

² Case, Dick. Column in The Post Standard, January 15, 2002.

³ "Rolland Marvin, 82, Was Five-Term Mayor Of Syracuse in 1930's. The New York Times, August 16, 1979.

¹ New York State Geological Survey, Fact sheet 139-00, 2000.

migrated to Syracuse from the South. The story seems to be one of missed opportunities, not solely because of racism – although racism is a key factor. In important ways, the missed opportunities had to do with timing, World War II, and the ebb and flow of our local industries.

Syracuse saw its greatest influx of African-Americans from the South during The Great Migration, generally defined as 1941 to 1970, when five million African-Americans left the South and headed to the North, Midwest and West.

Compare the European example of the three generations with a common experience for African-Americans. The first generation male came from the South, probably with work experience in agriculture, as opposed to a trade skill. He perhaps found work in housekeeping or as a janitor. His son was able to secure a factory job and make decent money. By the time the grandson had graduated from high school and was of age to work, the factory had left Syracuse, in some cases – ironically – moving to the South.

The African-Americans who came to Syracuse, beginning in the 1920's, faced keen competition for jobs. For example, a number of important workplaces in the area – a purse factory,

a suit-making business – required sewing skills. The female immigrants from Italy “had been sewing since they were little girls,” Connors said. Their skills were transferable to local business. African-American men and women, who had worked in fields for much of their lives, did not possess the same level of proficiency with this transferable skill.

Following World War II, there was increased competition for jobs. Soldiers were returning from overseas, anxious for work. A proportion of women, who had worked during the war, wanted or needed to continue working and earning a paycheck. African-American men found themselves competing for jobs with both white men and white women.

We should also note that the biggest increase in the African-American population in Syracuse was between 1960 (when the population was 11,210) and 1970, when the population nearly doubled, reaching 21,383.⁴ Just as African-Americans were making inroads in securing good jobs with the bigger companies, some of the manufacturing began to decline in Central New York, reducing employment opportunities, particularly at the entry level.

⁴ Population Division, Working Paper No. 76, U.S. Census Bureau.

Marriott Syracuse Downtown

We heard a common theme in our study sessions that explored low wage work and unemployment: In order to effect real change, there needs to be cooperation between private and public sectors. We also heard that while there is excellent work being done by not-for-profit agencies serving the unemployed and under-employed, there is also competition and duplication. Coordination and better communication between the agencies would make them more efficient and yield better results for the individuals they are charged with serving.

The recent re-opening of The Hotel Syracuse, officially named Marriott Syracuse Downtown, and its hiring goals can help illustrate this point.

Owner Ed Riley announced in August 2015 that he was looking to fill 200 positions, both full-time and part-time. He was committed to hiring individuals from areas of the city with high unemployment. “We knew we could have a good effect right away,” Riley said. “A hotel is an opportunity to hire folks and they don’t need a (college) degree.” Full-time workers receive health care benefits and vacation.

A key step for Riley was to reach out to the community for help. Carol Hill, work-place coordinator for The Syracuse Educational Opportunity Center (EOC) and other staff met with the hotel’s management company, Crescent Hotels & Resorts. “We learned about their organization. From working with them, we learned they are very



Photo by Anthony D. Secker

customer-focused,” Hill said. EOC staff then designed a hospitality course to teach skills consistent with the hotel’s management practices.

The course ran 9 a.m. to 3 p.m. Monday through Friday for two weeks. Hill said “well over a hundred” people started the course, and 60 completed it. Completing the course did not guarantee a job at Marriott Syracuse Downtown.

People taking the course learned about the importance of “making the customer happy,” and being pleasant and helpful, no matter what their job. A housekeeper needs to smile and say hello to a guest walking down the hall; a waiter needs to be able to answer questions about food, or perhaps give directions.

Hill said some of the people taking the course, because of their life experience, had had no exposure to some places in Syracuse in which hotel guests might be interested, such as The Everson Museum, stores in Armory Square, and full-service restaurants in Destiny. That knowledge is important for hospitality staff, Hill said, because guests might ask about area attractions.

Hill said even those who didn’t land a job at Marriott Syracuse Downtown could use the training and perhaps find a job in hospitality at a different location.

Of the 229 positions, 126 individuals hired by Marriott Syracuse Downtown are from “targeted zip codes” with high unemployment, says M.J. Piraino, the hotel’s director of Human Resources.

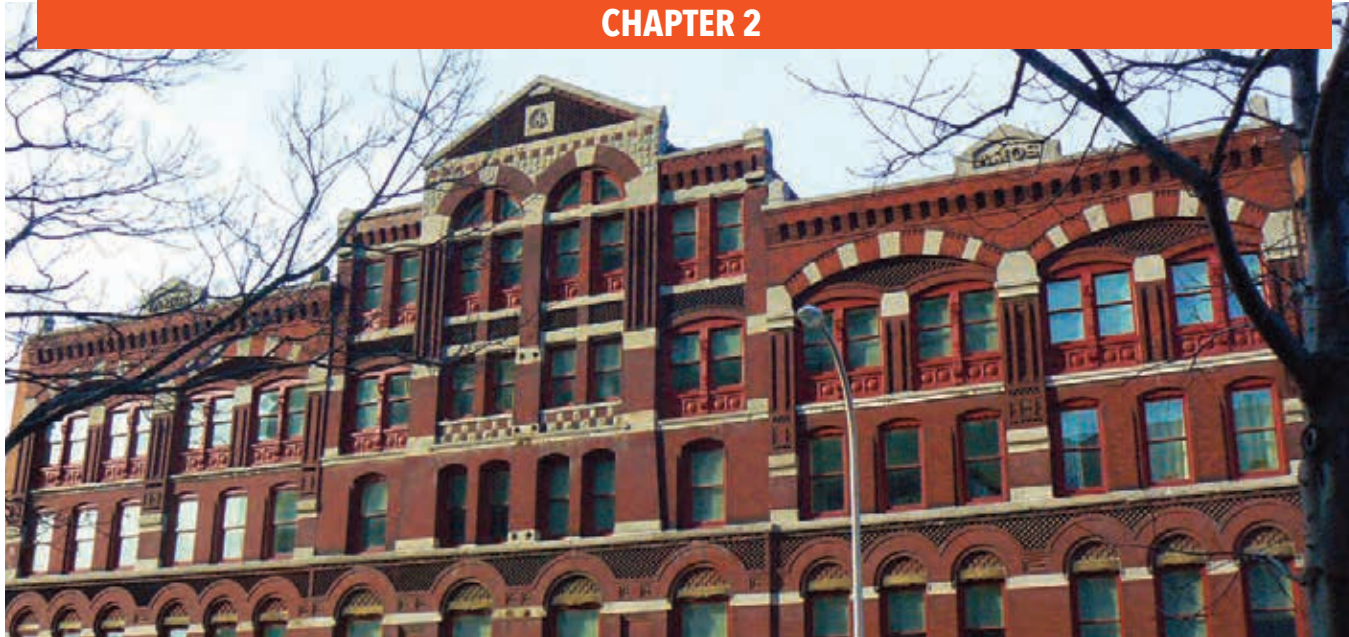
Piraino worked closely with more than 30 community organizations in order to recruit and hire employees. She believes the effort was well worth it. “This is a worker population that deserves to come to work and have a career path,” she said.

“We’ve learned a tremendous amount about what works and what doesn’t,” Riley says. He said working with the community organizations was key and more effective than a large job fair. “It was better for us to go directly to the people who know the neighborhood and know the people,” he said.

Anecdotally, members of the community, including people who attended OCL study sessions, said they had heard there was very high turnover at the hotel.

Riley acknowledged there has been turnover, but said he didn’t feel it was more dramatic than with any other new hotel starting up and hiring a team of new workers. “We’ve had our challenges,” he said. Riley said he had expected to have to work on the training and development of “soft skills,” a term we heard many times throughout the study. Soft skills are attributes such as knowing how to dress appropriately for work, speak politely, and be on time for work or back from a break.

Employees that have been successful from the target areas can help bring in additional applicants. “Our associates are our best recruiters,” Riley said.



The Amos Building opened in 1878 as a dry goods warehouse. It has been part of an ongoing renovation since 2006.

Finding a Way to Do What We Do Best

“Making things” – air conditioners, gears, china, candles, glass, furniture, motors, (to name a few) – is our proud history here in Central New York. The diversity of our industries over the years created a stable middle class. From our study, it appears the modern trend toward a more homogenous [knowledge] economy is hurting us. How do we bring back our innovation and expertise, even though new industry may look very different from the boom times of decades ago?

In 2007, The Brookings Institution, a prominent research group, released a study entitled “Restoring Prosperity: The State Role in Revitalizing America’s Older Industrial Cities.” Syracuse, along with 64 other cities, showed slow or negative economic growth between the years 1990 and 2000, which was one of the criteria for the study. Brookings described the cities in this way:¹

Typically labeled as “distressed,” “declining,” or “weak,” for the past several decades the pervasive image of these cities has been one of empty downtowns, deteriorating neighborhoods, and struggling families. Still the legacy of severe industrial decline and population loss – forces that have had a particularly severe impact on much of the

Northeast and Midwest – these cities simply haven’t seen the widespread economic revitalization now being enjoyed by so many urban areas around the nation.

The report, at over 70 pages, attempts to present a prescription for Syracuse and other cities that are similar in some important respects. At the heart of the recommendations is the premise that the cities need to transition from an economy based on “routine manufacturing” to one based on more “knowledge-oriented activities.” The term routine manufacturing appears in the second paragraph of the Executive Summary of the report. Individuals who work in manufacturing, or who know about the history of industry in Syracuse, will likely be puzzled by the term “routine manufacturing.” What is routine about crafting a machine, a part to be used in a machine, a durable good, a piece of medical equipment? Since manufacturing is a core competency in our area, leaving it behind is denying our past and ignoring the skills and talents residents here have developed over generations.

The Brookings Report is instructive for a number of reasons. Most important, it appears many of the recommendations in the report have informed our policy and economic development agenda for almost 10 years. Where have these efforts taken us?

The report recommends an urban agenda with five primary objectives, which are abbreviated here:

- **Fix the Basics** – States need to ensure that older industrial cities are safe, fiscally healthy communities where children are provided the same opportunities as their suburban counterparts.
- **Build on Economic Strengths** – States need to do their part to help older industrial cities understand and cultivate their unique economic attributes so as to foster a “high road” economy. States should help cities reinvigorate their downtowns; invest in industries – eds and meds, culture and entertainment, advanced manufacturing, small business, and others – that play to cities’ and metropolitan areas’ strengths.
- **Transform the Physical Landscape** – States need to recognize and leverage the physical assets of cities that are uniquely aligned with the preferences of the changing economy, and then target their investments and amend outmoded policies so as to help spur urban redevelopment. States should ... provide support for major projects – such as waterfront redevelopment or improving large public parks – that have the potential to catalyze reinvestment in the core.
- **Grow the Middle Class** – States need to improve the economic condition of low-income older industrial city residents. This requires that states invest in state-of-the-art vocational training systems that give residents the skills

they need to compete; give low-wage workers ready access to the work benefits they deserve to make work pay; and help low-income families build wealth and assets through programs and legislation that reduce the costs of being poor.

- **Create Neighborhoods of Choice** – States need to ensure that cities have strong, healthy neighborhoods that are attractive to families with a range of incomes.

Some of the economic development efforts in our area that focused on these recommendations have no doubt been successful. Downtown Syracuse has seen improvements to buildings, the creation of attractive mixed-use spaces, private investment in commercial and residential areas, and an increase in the number of people who want to live there. As valuable as these efforts have been, it appears that some recommendations were set aside or posed too daunting a challenge.

We believe still other efforts, again focused on the Brookings recommendations, have not yielded the wanted results. This, we feel, is largely because the recommendations do not center on what is most crucial to our area’s survival – work, and the wide diversity of jobs that come out of our core competencies. Our workforce is highly skilled and practiced in producing goods, developing solutions, systems, and designing processes. We need to preserve jobs in these lines of work, and look to expand opportunities therein.

¹ Brookings Institution “Restoring Prosperity: The State Role in Revitalizing America’s Older Industrial Cities,” 2007.



(L-R) Home Health Aide, Carolyn Adams assists Eldercare Social Day Program Participant, Joan Condlin. Home Health Aides assist with therapeutic activities designed to engage and socialize participants with one another. Photo Credit: VNA Homecare

Our Work Picture Today

We set out to capture our current employment picture in Central New York. Through our study sessions we heard from a variety of panelists, who helped us examine current trends from different viewpoints. Right away, we ran into a significant problem regarding the coding of employment data. We learned that the North American Industry Classification System (NAICS) codes – which are used at the Federal and state-level Departments of Labor – are not in alignment with much of the actual work being done by employed people in Central New York. The categories are broad and do not give us precise information about what employees of different businesses do for work. This issue was first discussed during the research phase when co-chairs met with Karen Knapik-Scalzo, associate economist for the New York State Department of Labor (NYS DOL). Other experts consulted during the study concurred that employment data gleaned from NAICS codes is limited.

For example, we learned that many people working in healthcare for Upstate are actually coded as working in the “government” sector. We also learned that this code (“government”) applies to all employees of the SUNY system, including Upstate, Onondaga Community College, and SUNY Educational Opportunity Center (EOC). Further, we learned that individuals who are placed by temporary agencies – where the agency is the actual employer – are coded as “business and

professional services,” even if they are working in healthcare or manufacturing.

A piece of news that seems positive on the surface is that, as of November 2016, unemployment is low – 4.8 percent, according to the NYS DOL. A year ago, unemployment was at 5 percent. But Knapik-Scalzo points out that the size of the total labor force in Central New York is an area of concern. The labor force is made up of people who are employed or unemployed and actively seeking work. Prior to the last recession in 2008, the labor force was strong, Knapik-Scalzo said. Now, the labor force is shrinking.

The shrinking labor force can be attributed, in large part, to demographics. The average age in Central New York is older than the average age across the country. Fewer young adults are moving into the area. Despite the fact that we have local colleges and universities which attract young adults, the majority do not stay or become employed in CNY after graduation. The total population in our region is stable but not expanding. Some individuals are not included in the workforce due to disabilities. Some leave the workforce for family responsibilities, providing care for an elderly family member or new baby. Some individuals leave the workforce because a partner or significant other makes enough money to support both, or the whole family.

Fastest Growing Occupations, 2012-2022	Median Annual Pay
Computer & Information Research Scientists	\$66,970
Nursing Instructors & Teachers, Postsecondary	\$71,010
Physical Therapist Aides	\$27,460
Home Health Aides	\$22,530
Physician Assistants	\$93,220
Medical Secretaries	\$31,210
Athletic Trainers	\$35,050
Bartenders	\$18,570
Ophthalmic Medical Technicians	\$28,820
Veterinary Technologists and Technicians	\$34,170
Cooks, Restaurant	\$21,950
Physical Therapist Assistants	\$44,290
Dental Hygienists	\$67,660
Emergency Medical Technicians & Paramedics	\$30,920
Medical Assistants	\$28,590

Table 2: NYS Department of Labor. <https://www.labor.ny.gov/stats/cen/centralny-fastest-growing-2012-2022.xls>.

But the most troubling trend is the number of individuals not counted in the workforce because they have become disconnected from work due to persistent structural inequalities. According to the U.S. Census Bureau, Syracuse is the 29th poorest city in the country, with half of the city’s children living in poverty. The same report, released in September 2016, found that 50.5 percent of the city’s residents were unemployed for part, or all, of 2015.¹ During the study, we learned that stereotypes about the poor and disconnected workers are still a part of our culture. There is a pervasive assumption that a person who is not working is either lazy, weak, or has a bad attitude. Yet, we learned that generational and situational poverty are conditions that create multiple barriers to work access.

As of November, 2016, there were approximately 16,000 people unemployed in Central New York, according to Juanita

¹ Weiner, Mark, “Syracuse’s Poverty Rate Remains Among Worst in Nation, Census Finds,” The Post Standard, September 16, 2016.

Perez-Williams, who at the time of the study session was Governor Andrew Cuomo’s regional representative for the NYS DOL in Central New York. There are 6,000 jobs available. Perez-Williams says these numbers show that, while there are opportunities, there is a disconnection between unemployed people and jobs. In a city with such a high concentration of poverty and such a large number of unemployed residents who want to work, Perez-Williams says, “Why are people saying, ‘I can’t find a job?’ It doesn’t seem right.”

Further, Perez-Williams reports that nationwide, for the past 10 years, the reported hours that employees work have stayed basically the same. But the output (productivity) is almost 60 percent more. Perez-Williams said, “When people say, ‘I feel like I am doing the work of five people’ – there is truth to that. People are doing more. There are fewer people in the office.”

Fewer people in the office means more work piled on those workers, which results in their needing more help in their

personal lives. Thus, nationally we see the growth of “service jobs,” which are plentiful, yet don’t pay well and provide no job security. Service workers clean homes, take care of children, take care of the elderly, and even take care of pets.

In 1950, service jobs were 40 percent of working class jobs. In 2005, service jobs accounted for 56 percent of working class jobs.² As baby boomers age, it is expected service jobs will continue to account for a larger slice of working class jobs.

A recent New York Times Magazine story explored the issue. “Among the occupations the Bureau of Labor Statistics expects to grow most rapidly over the next decade: physical therapy assistants, home health aides, occupational-therapy assistants, nurse practitioners, physical therapists, occupational-therapy aides, physician assistants. . . . You get the idea. Nine of the 12 fastest-growing fields are different ways of saying ‘nurse.’”³

2 Appelbaum, Binyamin. “The Jobs Americans Do,” The New York Times Magazine, February 23, 2017, figures from economists David Autor of Massachusetts Institute of Technology and David Dorn, University of Zurich

3 Appelbaum, Binyamin. “The Jobs Americans Do,” The New York Times Magazine, February 23, 2017

The growth in jobs in healthcare and private education (which in our area mainly indicates Syracuse University) points to the fact that, while we are not strictly an “Eds and Meds” economy, education and medicine are anchor institutions in our community, says Perez-Williams.

In study sessions panelists mentioned the significant need for healthcare employees. Mike Metzgar, associate vice president of economic and workforce development at Onondaga Community College, said there is currently a need for 400 LPNS in our area. Mark Spadafore, political organizer for 1199 SEIU, said 50 LPNS are currently needed at Loretto alone.

In addition to healthcare and private education, Knapik-Scalzo reported local job growth in a number of areas, including trade, transportation services, and warehousing. Construction jobs in the area remain stable. Jobs in professional and business services have been increasing over the last few years but declined in 2015. (These are businesses that support other businesses, such as temporary employment agencies, advertising agencies, computer services and legal services.)

Additionally, in our study we learned that there are currently 3,540 nonprofit organizations employing 31,000 people in Onondaga County. Heidi Holtz, director of research and projects for The Gifford Foundation, said that nonprofits are major employers in our region. Holtz pointed out that, in the Syracuse area, a typical size for a business is 100 employees. She listed a few nonprofits with many more employees than that average – ARISE with 616 employees, Elmcrest with 480, AccessCNY with 392, and Catholic Charities with 321. While not all nonprofits provide human services, many of the larger nonprofit employers do. According to Loretta Zolkowski, executive director of the Human Services Leadership Council, we do not currently have a good understanding of the number of jobs and people working in these organizations and the economic impact they have on the regional economy. This is, in part, due to the constraints of NAICS coding and the nature of nonprofit funding streams.

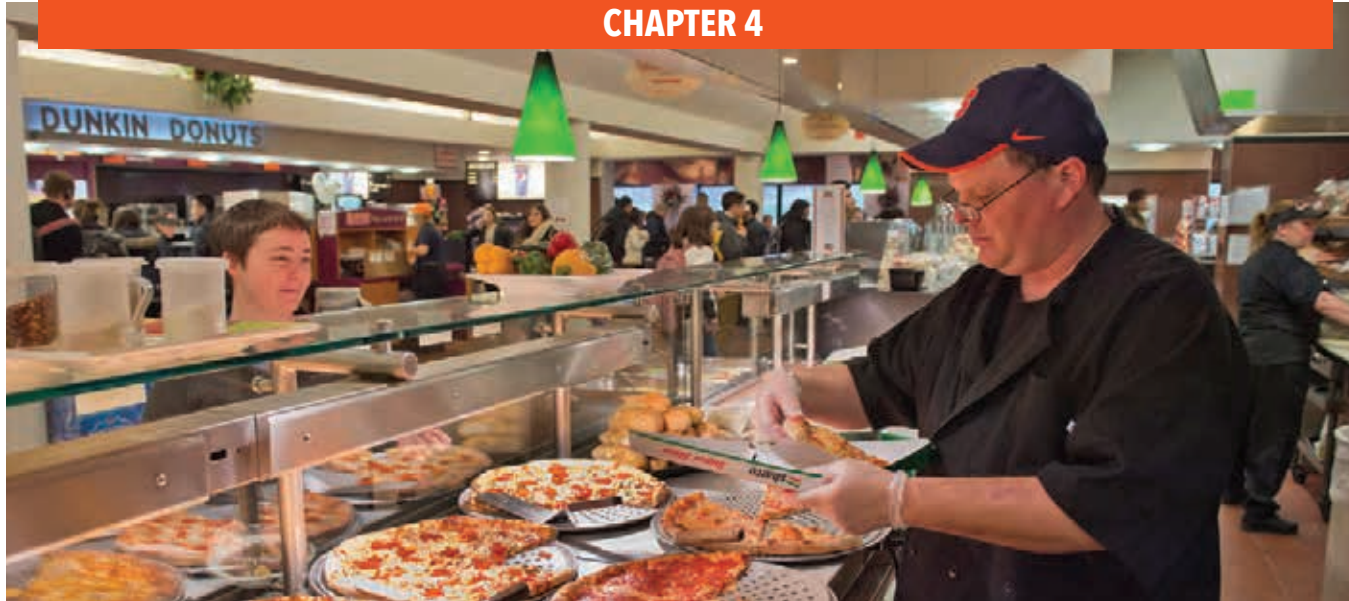
Although we were not able to capture the employment picture as comprehensively as we had hoped, the research was useful because we now know what we don’t know. We understand that we need to have more complete and accurate information about work that is done by Central New Yorkers. The codes used to categorize employment and labor are not current or specific enough to reflect our work picture today. There are further implications. When a business or site selection firm considers CNY, they will look at the labor market for their particular industry/sector. If we don’t have an accurate count of who does what kind of work, they don’t get an accurate sense of whether or not their labor needs could be met here. This could be a “make or break” situation, with consequences for our economic future.

Top 12 Growing Industries, 1st Quarter 2016 vs. 1st Quarter 2015

Industry	Jobs Added	Average Annual Pay
Management of Companies & Enterprises	884	\$87,132
Educational Services	589	\$46,152
Social Assistance	470	\$21,608
Ambulatory Health Care Services	372	\$53,980
Telecommunications	334	\$93,592
Specialty Trade Contractors	291	\$51,688
Beverage & Tobacco Product Mfg.	156	\$97,184
Building Material & Garden Equip. & Supplies Dealers	155	\$31,640
Clothing & Clothing Accessories Stores	154	\$16,312
Nursing & Residential Care Facilities	139	\$32,048
Hospitals	132	\$63,524
Transit & Ground Passenger Transportation	127	\$29,708

(industries include public & private sector) * The Syracuse MSA includes Onondaga, Madison & Oswego counties.

Table 3: NYS Department of Labor. <https://www.labor.ny.gov/stats/cen/centralny-fastest-growing-2012-2022.xls>.



Schine Dining employees/staff working in kitchen/Food Services workers. Photo credit: Syracuse University photo by Stephen Sartori

The Role of Organized Labor in Central New York

Our study session examining the role of organized labor in Central New York revealed how our changing economy and the loss of manufacturing jobs have affected organized labor in our region. There are currently approximately 50 unions in Onondaga County with close to 40,000 union members. There are 100,000 union members in the 11 county region, encompassing the counties of Onondaga, Oswego, Cayuga, Broome, Madison, Cortland, Otsego, Chenango, Delaware, Tioga and Tompkins.

During the OCL study session that focused on organized labor, three panelists involved with three different unions shared their knowledge and experiences. We also spoke with other community members knowledgeable about organized labor in Central New York.

In the 1930s and 1940s, the Steelworkers Union represented only steelworkers, but over time its membership has become more diversified, said Richard Knowles, regional director of the Steelworkers Union. He explained that with the decline of steel manufacturing in our area, and the growth of other industries, steelworkers are now a minority of the membership. Locally, the union represents workers in many different industries in Central New York, most of whom do shift work. Some examples of local industries now represented by the Steelworkers Union are Cathedral Candle, RockTenn and Crucible Steel. He said in

negotiating for contracts, workers tend to focus mainly on pay but he emphasized the importance of other factors, such as benefits, work rules, work conditions, and how employers roll out new procedures.

Brittany Buffum, an assistant director of the Workforce Development Institute, was active for many years with the Service Employees International Union Local 200, which represents many Syracuse University employees, including those working in food service, custodial service, groundskeeping and the library. She agreed with Knowles that many employees are most concerned about pay, but union negotiators concentrate on benefits, as well.

Buffum said when she began working in food service at Syracuse University it was not difficult to get a job. Entry-level positions were available for individuals with a high school education. A successful fair-wage campaign at the university several years ago resulted in raises that were comparable to faculty raises. For instance, a 4 percent increase in faculty pay ensured that the union members' pay also increased by 4 percent. Three factors seem to have combined to make securing a union job at the University more difficult – increased wages, the recession, which led to job cuts in our area, and Syracuse University's tuition benefit for a worker's child/children.

Al Turner, a retired member of the Communications Workers of America, spent his career, from 1972 to 2007, working for New York Telephone (now Verizon). While union membership initially was restricted to telephone company employees, the union has become diversified in recent decades, expanding to work fields outside communications. Turner noted that during his tenure most people who secured work with the telephone company and joined the union initially were hired because they had a relative already employed there. As a result, he was one of few African-Americans in that workforce.

He said within the major telephone companies, when he was working, the union secured three-year contracts, with pay raises every six months and full benefits, including tuition assistance. "At that time, there was no such thing as working poor," Turner said. "If you were a union worker, you made a living wage. That is no longer true."

Turner indicated that the decline of union clout was a result of President Ronald Reagan's replacement air traffic controllers who went on strike in 1981. The action is often seen as a turning point in the history of labor in the U.S.¹

While the role of union labor has changed and evolved over the years, other issues within organized labor remain, we learned. For some unions, it is difficult to break in if a worker has no connections. Old networks remain, meaning people who have a close relative or friend in a union have a better chance of becoming a member. "It's not an intentional effort to block someone out, it's more bringing people in who you have a relationship with," said Barry Lentz, vice president of the Urban Jobs Task Force.

Another longstanding issue we heard about from a variety of employees is the difficulty in taking advantage of benefits won by union negotiations. A union member may be entitled

¹ McMartin, Joseph. "The Strike That Busted Unions," The New York Times, August 2, 2011.

to courses, or enhanced training, but can't enroll because of a work schedule conflict. Sometimes it is a union member's supervisor, often a middle manager, who makes the decision whether a person can utilize a benefit.

Mark Spadafore is a political organizer for 1199 SEIU, which represents healthcare workers in the private sector in our area, including Loretto, Crouse Hospital and Menorah Park. He agreed with Turner that many of today's union members struggle to make ends meet. Within 1199 SEIU, an entry-level personal care assistant (working in someone's home) earns approximately \$10 per hour. A certified nursing aide working in a nursing home earns \$12 an hour and \$14 per hour if he/she is working in a hospital. LPNs in nursing homes can earn \$18 an hour.

1199 SEIU offers a training fund so union members can take classes and move up within the health care field. Still, before moving up and advancing in pay, it is hard to make a living.

"It's not like working in a factory," Spadafore said. "There is no profit sharing." And along with the lower pay, there is pressure in health care. "If you make a mistake, you could injure someone."

He said health care workers often try to pick up overtime for extra money. But overtime does not mean what it used to. "Workers used to grab the overtime at New Process Gear because it was great money," Spadafore said. "They worked overtime so they could buy a new car or a boat. These workers are working overtime so they can exist."



Access to Work

Our study session on workforce development featured a diverse group of panelists representing government, nonprofit and community organizations, who shared different approaches to helping people secure work. The organizations represented receive funding from a variety of sources, including the Federal government, New York State, grants, and philanthropic organizations. The study chairs asked participants to address five themes: Organizational Identity, Clients, Programs, Results, and Rethinking the Situation (suggesting ways to improve services and results).

There is overlap in terms of clients served by these organizations. Representatives at the study session shared clients' common barriers: transportation problems, childcare issues, (especially when a child is sick), failing drug tests, the absence of a personal support system, and a lack of "soft skills."

A key theme that came out of this session was the importance of relationships. The staff people need to have good relationships with employers, so there will be a sense of trust, and they need to have good relationships with the people they serve. People from different organizations also need to have good relationships with one another, and a true understanding of what each organization does.

This can be difficult because, in a few ways, organizations compete with one another. They compete for funding, on various levels. They often apply for the same grants. Organizations reach out to the same employers looking to have their clients hired. They can also compete for recognition in the community.

Still, cooperation and collaboration does happen, and unquestionably leads to better efficiency and service to the people looking for help.

"It's very challenging," says Mari Ukleya, director of adult education for OCM BOCES. "It's hard to get everybody to the table. A lot of people get busy in their own work, and what they do well. You get stuck in your own box." The result, she said, is that there is duplication of many of the services and also a lack of knowledge about what various organizations and agencies do. Just a general understanding would be helpful, Ukleya said. For instance, she says BOCES staff often hear that the facility "is too far for many people." She points out that BOCES (located off Seventh North Street) is just three miles outside the city.

Lately, Ukleya said BOCES has been collaborating with Visions for Change, which provides individualized coaching and training, along with a month-long workshop, to help teenagers

and adults find secure employment. BOCES and Visions for Change staff have referred individuals to each other's programs, trying to help connect people with the best program for their situation.

The "With Love ..." restaurant is a joint effort of Catholic Charities, the Workforce Program at Onondaga Community College and CenterState CEO. This teaching restaurant, where students not only hone cooking skills but also have training in business and finances, is an example of innovation and pooling knowledge and resources.

Cherylene "Twiggy" Billue, program coordinator of Build to Work, a project of Jubilee Homes, wants to see organizations work together to bring an Unemployment Strikeforce program here. Strikeforce is a New York State Initiative, launched first in the Bronx in 2014. The program is a multi-pronged campaign to target areas of the State with the highest

unemployment rates and boost employment. In the Bronx it resulted in 17,150 job placements, according to the NYS DOL. Strikeforce was launched in the Western New York cities of Buffalo, Lackawanna and Niagara Falls in May 2016. That same month, Karen Coleman, deputy commissioner for Workforce Development of the NYS DOL, encouraged Billue to gather a group of area workforce development people and representatives from the private sector to begin the process here. "She is willing to find funding if we get people together," Billue said.

"We never got a group of people to talk about it. I think sometimes we concentrate on the URI (Upstate Revitalization Initiative) money," she said. "Strikeforce would make a difference. This is a way to get people jobs."¹

¹ The New York Upstate Revitalization Initiative (URI) is part of an overall program aimed at systematically revitalizing the economy of Upstate New York. The URI is presented as an opportunity for communities of Upstate New York to address the economic challenges.

Profile: Delores Jones

Delores Jones had been out of work for some seven years, struggling with addiction to drugs and alcohol. She was in recovery then relapsed. "It's hard to get back up," she says. When a close friend overdosed, Jones reached a turning point. "I couldn't live that way anymore," she said. "This time I surrendered. I was ready to do what I had to do in my life." Jones re-entered recovery, and is now clean and hopeful for a future that includes a good job.

Jones was in a program at Catholic Charities when she happened to walk by the kitchen during a cooking class. Her parents had owned a restaurant, so she had grown up around cooking and it was something she had loved to do. She decided to join the class.

Jones completed Catholic Charities' five-week culinary program, called Culinary Arts Self-Sufficiency (CASS). Those who complete the course learn basic food prep skills and receive Servsafe certification, a nationally-recognized qualification for safe food handling. After completing the

course, Jones received a scholarship to enter a new program offered through Onondaga Community College-training to be a line cook in a restaurant.

In addition to taking classes, Jones worked in a teaching restaurant, called "With Love, Pakistan," where she learned to cook Pakistani food. The restaurant was established through a unique collaboration between Catholic Charities and CenterState CEO, which provided funding, training and support, and the Workforce Development program at OCC. Students in future classes will learn to cook food from other countries, and the name of the restaurant will change accordingly.

For Jones, after being out of the workforce for years, the two programs have helped her realize possibilities. In March 2017, she began a job, working 25 hours a week as assistant cook at the Salvation Army. Her next goal is to find a full-time job. She hopes to one day own a restaurant.

Billue is still determined. The program would mean additional money coming to the area for job training and placement, plus additional NYS DOL employees reaching out to businesses to help in the effort. We heard from the DOL that buy-in and participation of private sector employers would be a key factor to the success of a Strikeforce initiative in CNY. Another aspect of this line of inquiry is readying local workers for multi-year, nonpermanent work opportunities tied to construction projects such as rebuilding the I-81

viaduct. Interviewees discussed the challenges faced by local organizations and partnerships seeking to facilitate access to these opportunities for local residents who are currently disconnected from employment. Skills training to prepare potential construction workers must also be paired with advocacy to change hiring patterns so that workers will have opportunities to transfer skills to another job upon completion of any single project.

Ban the Box

In 2015, a “Ban the Box” ordinance went into effect in the City of Syracuse. The ordinance requires that the City of Syracuse, and businesses and vendors that have contracts with the city, to eliminate any questions about criminal history or convictions on job applications. There are some exceptions to the ordinance, including police officer and peace officer job applications.

With the ordinance in place, applicants may have a better chance at interviewing for a job, and making a good impression before having to address a question about a past conviction.

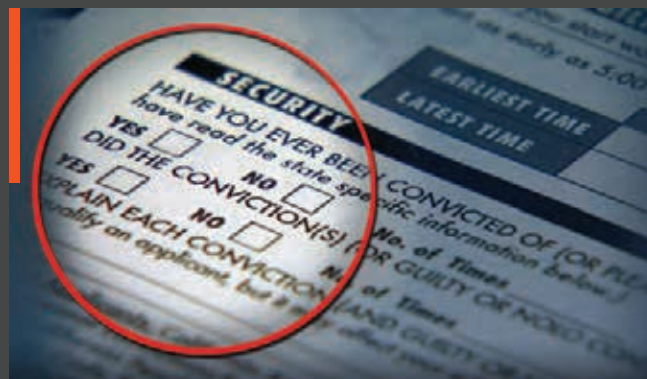
Attorney Lanessa Owens says the ordinance shows progress, but that it does not go far enough to help people trying to get back into the workforce. Owens is the director of the New Start – Reentry Assistance Program, an arm of the Volunteer Lawyers Project of Onondaga County. The staff has helped 80 clients since the program’s inception in 2016.

“It’s a good step forward,” Owens says of the ‘Ban the Box’ ordinance, “but there are still barriers.” If an individual with a criminal record does get an interview and is being considered for a job, the employer at that point is free to ask about criminal history. Owens says employers faced with a choice of hiring someone with no record or someone with a record (even if the conviction was decades earlier) will tend to hire the person with no record. She pointed

out that firms hired to do criminal background checks get access to information that is sometimes inaccurate, and then pass along that inaccurate information.

Owens would like to see “Ban the Box” extended to the private sector as well, unless the crime committed is related to the job. For instance, a company interviewing for truck drivers would be able to inquire about any D.W.I. convictions; a daycare facility would be able to inquire about child neglect convictions, etc.

Many individuals trying to reenter the workforce find the “box” to be an insurmountable barrier, Owens says. She gave an example of a person who was convicted on a drug charge at age 19, and in his 40s, with no other convictions, is denied work at places like Wal-Mart, Target and McDonalds. “What it does to their self-esteem and their morale is unbearable,” she says. “That’s when they really, truly give up.”



CHAPTER 6

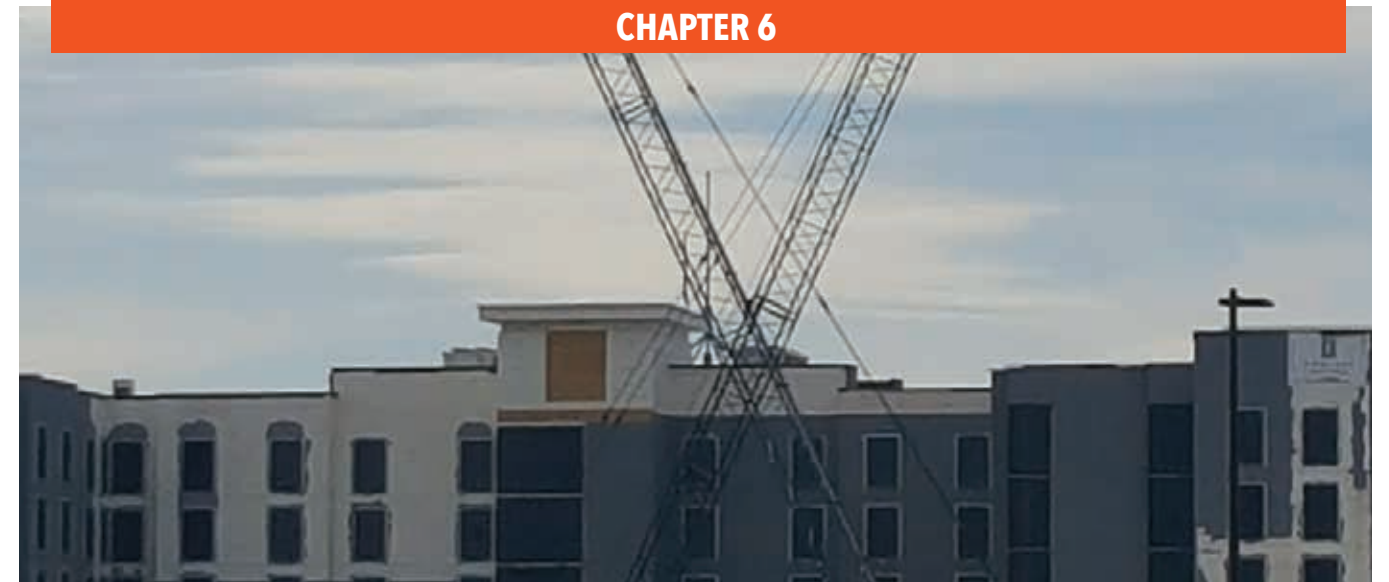


Photo by Craig French

The Emerging Field of Economic Development

When discussing American cities, whether the cities are declining or thriving, a term that is interwoven in the discussion is “Economic Development.” It seems strange to think that the term (and the philosophy behind it) is a product of the modern era. In our study, we inquired about the origin of the field and learned that economic development activity has been tied to initiatives such as “urban renewal” and “urban revitalization” only since the late 1950s – when the Federal government introduced such initiatives at a national level. Before this time, chambers of commerce and business associations were engaged in activity that hinged on successes (in business and industry, as well as construction and the labor market) and a thriving economy. These organizations focused on marketing, networking, and publicity for the region. They were not working to effect social change, nor were they focused on social/public policy concerns – including job creation – which are at the center of economic development today.

We spent time, in study sessions and interviews, with seasoned practitioners who were helpful in sharing their knowledge and experiences. We have learned that people who engage in economic development activity may have the title “Economic Developer” (or something closely related), or may not – that the title can be a profession, or an aspect of a profession. When we inquired about relevant background/training for economic developers we were given the following list: urban planning, public administration, law, economics, social work, education, community organizing, even engineering.

In Central New York, the “work” of economic development is being done by several groups/parties/individuals, and looks different depending on who is doing it or reporting on it. What follows is a list of some approaches to economic development activity in our region:

- Academics
- CenterState Corporation for Economic Opportunity (CenterState CEO)
- City of Syracuse – Department of Neighborhood and Business Development; Syracuse Industrial Development Agency (SIDA); Syracuse Economic Development Corporation (SEDCO)
- CNY Regional Planning and Development Board
- Economists
- Manufacturers Association of Central New York (MACNY)
- Neighborhood economic development initiatives – Northeast Hawley Development Association (NEHDA); Northside Urban Partnership; South Side Innovation Center (SSIC); SALT District/Near West Side Initiative
- New York State – Department of Labor (NYS DOL); Empire State Development (ESD); Upstate Revitalization Initiative (URI)
- Onondaga County – Office of Economic Development; Onondaga County Industrial Development Agency (OCIDA)
- Regional Economic Development Council

A History of Economic Development in CNY

Over the course of our study, we learned that the economic ecosystem in CNY at the turn of the last century was thriving. It was resource rich, made up of a diverse, innovative and dynamic manufacturing base which met in competition and collaboration with many different industrious immigrant groups flowing and settling into the system. CNY worked, and most of this was hands-on work. We learned that workers enjoyed income and social mobility and that they invested in property and education for their children. During World War II, factories in CNY were able to transition to the manufacture of munitions. When young men went to war, many women went to work in the factories. Our economy kept pace with the times and the needs of the nation. It changed in ways that continued to allow for growth and maximization – regulating itself.

After WWII, there were significant changes in the ecosystem. Focused “economic development” activity emerged with the introduction of modern development economics. This economic model became paradigmatic, and was tied to Keynesian economic models which advocate for a “mixed economy” – predominantly stemming from the private sector, but with a key role for government intervention during recessions. Economic development brought in money from outside the community, with a keen focus on communication and transportation infrastructure, support for education, and support for entrepreneurship. These things could, theoretically, contribute to sustaining a healthy, robust and prosperous middle class, and potentially raise income levels of individuals in low-income households or communities.

Economic development was a game-changer; introducing social scientific ideas and practices to the work of economists and essentially creating a practice informed by socially normative economic thinking. This was a theoretical economics of what ought to be in terms of the common good, as measured by the well-being of people.

CNY began to see “mixed” approaches to economic development in the late 1940s. This included funds from the Federal government (e.g. Fair Housing Act of 1949, Federal Highway Act of 1956) which were earmarked for large

infrastructure projects, with additional funding from the state. Locally, this activity was coordinated by the Metropolitan Development Association (MDA), which honed in on projects like urban renewal, infrastructure, and manufacturing, working closely with the State of New York’s economic development corporation. This period of time saw the construction of several large-scale housing projects for low-income or housing vulnerable populations, as well as Interstate 81. Attached to these projects were new jobs supporting the infrastructure-building, both in terms of physical creation of the facilities, and implementation of social and public services. Work opportunities attached to these projects included construction and trades, social work, case work, and other public services, as well as clerical positions supporting contract work.

During this period, the chamber of commerce in Syracuse represented and advocated for large companies that paid significant dues for membership. The chamber of commerce did not align itself with the MDA, or participate in these Federal or state initiatives because these initiatives did not focus on the needs of its members. At the time, their primary need was marketing.

The relationship between the MDA and New York State continued until the state entity for economic development went bankrupt and had to regroup in the early 1970s. At that time, in order to prevent itself from bankruptcy, the MDA turned its focus to projects centered on fixing problems, restoration – finding ways and means of bringing back a thriving city center and better supporting existing assets. It turned to projects like historic preservation and cleaning up “brown fields,” which are sites that had been contaminated by industrial pollutants. Regional government also began to take on projects under the umbrella of “economic development.”

Big business began to leave the area during this period and the member base of the Greater Syracuse Chamber of Commerce shifted much of its focus to small businesses. These businesses joined for reasons including access to a larger network, local advocacy for small business, and changes in policy at both the Federal and state levels. The collaboration made funding and resources more accessible for projects

that would directly benefit them, such as the revitalization of Downtown Syracuse. At this point, the chamber became more interested in the economic development strategizing that the MDA and regional government were doing. (This interest would grow, lead to synchronization of objectives, and eventually a merger of the chamber and the MDA in 2010, resulting in the creation of CenterState CEO.)

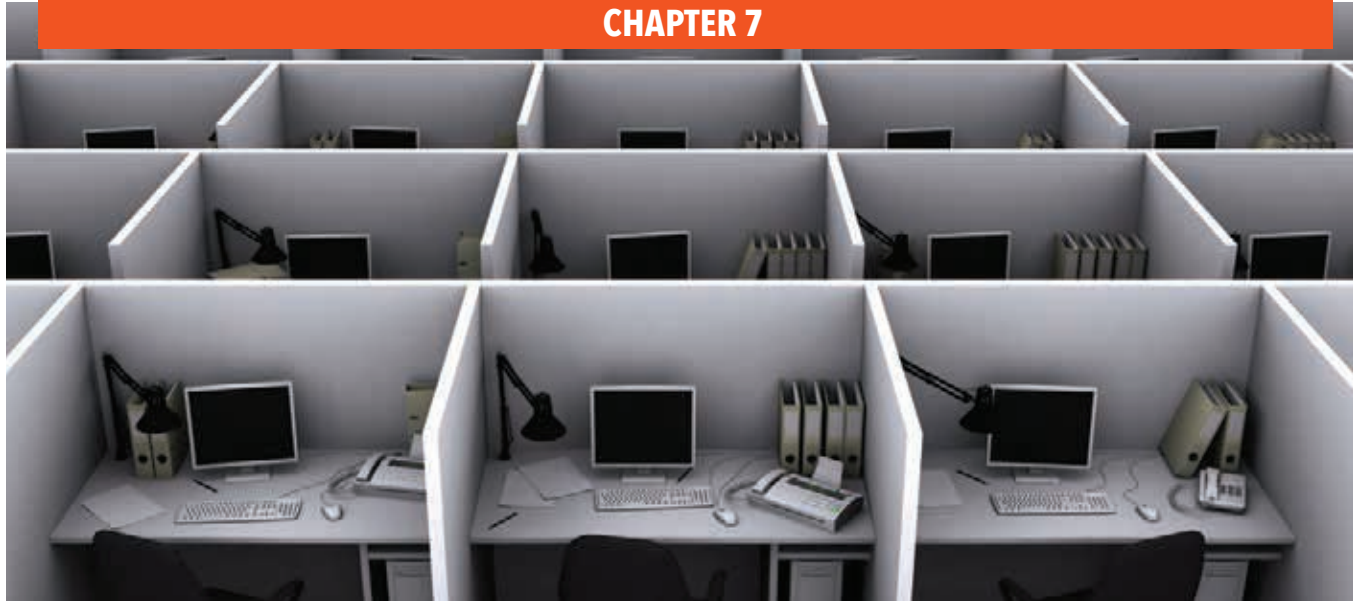
Professionals employed by these different entities started using the term “economic developer” in describing their work. This created a class of professionals whose work was specifically organized around making key decisions regarding public and community investments, business development and incentives, marketing, infrastructure, and workforce development. Some had been trained in specific areas, such as historic preservation or urban renewal. Some had received training with more of a theoretical emphasis, and others were coming out of graduate programs that had trained them to go out in the field, into communities, and practice what they had learned. Professionals entered into this work from different backgrounds and with varying levels of training and/or experience. They were employed by different entities whose goals and objectives varied – sometimes there was alignment between projects, but not always. All of this work affected the economic ecosystem of CNY, yet there was no consistent formal process or mechanism for community members to weigh in on projects, or review progress and outcomes.

At the national level, there was a marked shift in economic thinking starting in the 1980s during the presidency of Ronald Reagan. During this time, government spending and regulations were significantly cut back, including government interventions aimed at investing in education, workforce development, and infrastructure projects. The theory behind these plans was called “supply-side” or “trickle-down” economics. In CNY the effects of this shift in thinking were significant in the industrial sector, which formed our economic base and the core competencies of the regional workforce. Top executives in the larger companies (from which economic benefits were supposed to trickle down) began to operate out of fear, squeezing direct labor, indirect labor, and the supply chain with a fixation on profit margins over quality.

Our region lost much in this era in terms of business, credibility, and pride in work. Then, in the 1990s, economic policy under President Bill Clinton ushered in an era of globalization and free trade, marked by economic growth at the national level. Locally, demands on the industrial supply chain continued as fear of the global marketplace sustained pressures and constraints. As top executives continued to squeeze our goods-producing sectors, many of the larger companies ultimately chose to down-size or relocate. However, the skilled workers remained here.

List of organizations represented at our study session on Workforce Development

- | | |
|--|---|
| Build to Work, Jubilee Homes | JOBSpus! |
| Catholic Charities | OCM BOCES |
| Center for Community Alternatives | On Point for Jobs |
| CNY Works | Visions for Change |
| Greater Syracuse Works | Volunteer Lawyers Project of Onondaga County |
| Industry Partnerships, Work Train, CenterState CEO | Workforce Development, Onondaga Community College |



The Local Economy at a Crossroads

Looking back, we can see that this was a critical time. It seems that decision makers in our community bought in to the idea that work in America was evolving and changing in such a way that hands-on work was going to become obsolete, and the “knowledge economy” would become the new paradigm. Since this was touted as a blanket national trend, it was thought that if Syracuse didn’t keep up, it would be left behind.

Before the merger to create CenterState CEO, the MDA commissioned and paid for two studies and strategy recommendations for economic development in Syracuse and the surrounding region. One was produced by a firm called Battell Memorial Institute, which advanced an industry cluster model for focused economic development planning. The other was produced by a firm called Catalytix and the Richard Florida Creativity Project. Florida, then a professor at Carnegie Mellon University, had written a book called “The Rise of the Creative Class,” in which he argued that revitalizing urban cities depended on attracting and retaining young talent and creative individuals. In Syracuse, these individuals were strongly tied to our local universities. The thought was that this class of citizens would attract more of its own type to the city and together they would demand lifestyle and employment opportunities that would boost the urban economy. Our interviewees noted that Florida’s argument did not address

concerns about “economic inclusion,” meaning a strategy for bringing disconnected groups into the labor market and providing a better pathway to economic security.

Preparing the workforce of the future became tied to higher education. This included secondary school programs placing more students on a college-bound track, and colleges creating programs designed to retrain workers who had lost their jobs in manufacturing and hands-on work. Colleges also designed new classes offering professional development credentials to employed workers, which were supposed to help them get promoted. Increasing higher education access for all students became a community focus and priority. Programs were created in public and for-profit colleges and universities, ostensibly offering students credentials they could use to enter the workforce in a knowledge economy.

Yet, many students ended up with a diploma or certification in hand, but could not find work. Some who got a job found that it didn’t reflect the time and money invested in the credential. Further, many students did not complete their programs of study, and had accrued debt along the way.

Local economic development efforts aimed at the restoration of Downtown Syracuse led to the creation of spaces and places where there was expected to be lots of activity reflecting a

new economic ecosystem – retail and service positions, jobs in finance, insurance, call centers, computer and Internet technology, and increasing numbers of jobs supporting data capture. Many of these jobs were low-paying and did not include benefits. Additionally, many of them were inaccessible to local residents because they did not have a profile of skills corresponding with the knowledge economy.

Jobs in education grew, due to the proliferation of educational program offerings. However, much of this work was administrative or clerical, often low-paying, part time or temporary. Many of these jobs were geared toward assisting students in trying to alleviate barriers to their success in school.

From our studies, we recognize that our community could have gone in another direction at this critical moment. Had economic development strategizing involved participation from a wider variety of stakeholders – including working citizens representing guilds and businesses, marketers, educators, salespeople, and community-based organizations – perhaps we would have identified opportunities to build a more organic response to changes affecting our economic ecosystem. Perhaps funds and efforts in economic development could have been directed toward building up the middle class, better marketing of the region, investment in existing small and medium-sized enterprises, and a more concerted – and creative – effort to attract and grow business

that would benefit from our skilled workforce, production quality, tradition and innovation. A strategy embracing some aspects of the knowledge economy, while also reflecting our core competencies in labor, and our industrial history could have helped us weather our losses better.

We realize that hindsight is 20/20, but feel that history is instructive and we can use this understanding to move toward a future that is more organic to CNY, and better suited to our people.

Even Richard Florida now recognizes the flaw of his 2003 recommendations for urban economies in cities like ours. According to Joel Kotkin, writing for The Daily Beast in 2013, Florida has noted that “The rewards of the ‘creative class’ strategy...flow disproportionately to more highly-skilled knowledge, professional and creative workers.”¹ More recently, Florida told National Public Radio’s Steve Inskeep, “...one of the ways to get around [the demise of the urban middle class and middle class jobs] is to devolve power to cities and localities, let them keep more of their tax dollars and address the problems that they have, that are unique, as they see fit.”²

¹ Kotkin, Joel, “Richard Florida Concedes the Limits of the Creative Class,” The Daily Beast, “March 20, 2013.

² Morning Edition, National Public Radio, April 2017.

Career and Technical Education

This isn't the Vo-Tech of yesterday.



For more than a decade, students in the Automotive Technology program at East Syracuse-Minoa have been involved with a unique project. Each year, students purchase a classic vehicle to restore and gain hands-on experience. When the vehicle nears completion, raffle tickets are sold and the lucky winner is announced in July. The funds generated from the raffle are used to keep the restoration and raffle process going each year. Students are responsible for the build from start to finish. Pictured above is a Roadster restored recently. In 2017, the students are building a 1967 Camaro, as a tribute to the 50th anniversary of the Camaro.

In school districts throughout our area, and at OCM BOCES, high school students have the opportunity to gain hands-on experience in a technical skill or trade, learning from professionals who work in the field. Career and Technical Education (CTE) programs integrate the classroom with project-based and real world learning. Students delve into such areas as computer repair and support, planning lessons and activities for preschool students, studying the engineering principles behind Unmanned Aerial Systems (drones), learning how to drywall, and reading blueprints.

What we now refer to as "Career and Technical Education" has its roots in the early days of the 20th century in our country, when educators and business leaders were impressed, and sought to imitate, industrial-education programs in Europe. In Germany, young students worked as apprentices while learning a trade. Here in the United States, there was a campaign to develop vocational education, and for the government to provide funds and pay tradesmen to teach young students. Advocates believed the programs would be a boon to the nation's industry, making the U.S. more competitive throughout the world, and that young trained workers could help industries become more efficient.¹

¹ Geitz, Henry, et al, eds. German Influences on Education in the United States to 1917, Cambridge Press, 1995.

The Smith-Hughes Act was passed in 1917, earmarking federal funds for school districts to develop vocational programs and for tradesmen to teach. A consequence of the Act was that it separated students into different tracks.

Today, with CTE programs integrated into the schools' curricula, and with opportunities to participate in CTE while still pursuing the most challenging coursework, students can have the best of both worlds. Unlike the programs of decades ago, today's CTE programs provide multiple options for students at the end of high school, including entering the work force or going to college.

In some ways, the CTE field is leading the way in rethinking our approach to secondary education as a whole. "In our digital world we need to be mindful of the integration of technology and the fact that technology is impacting all areas of work," says Donna DeSiato, Superintendent of East Syracuse-Minoa School District. "We can't act as though technology is separate from anything - it's not."

CTE programs are being reintroduced and revived in many districts throughout the region. In the last two years, The Syracuse City School District has increased its CTE offerings from five to 24 programs. When students reach eighth grade, they can begin

exploring a wide range of fields, including emergency medical technician training, electrical trades, and welding. Robert Leslie, director of Career, Technical and Adult Education for Syracuse City Schools, said that each program has credentialing as a central piece. A student successfully completing a program would have credentials to pursue higher education, as well as credentials to enter the field directly from high school.

"CTE helps us engage students in programs that make them want to come to school," Leslie said. "If we can get them into something they're interested in, they'll go to their English class."

Student panelists participating in our CTE study session affirmed this observation.

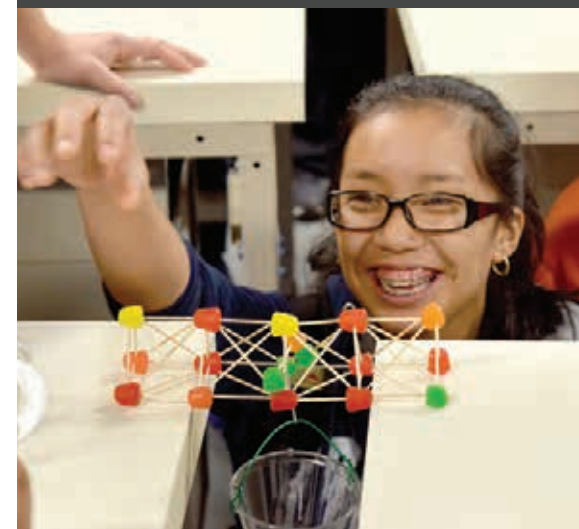
Ryan Hartman, a student at East Syracuse-Minoa High School finds his CTE program the best part of the school day. "I'm a hands-on learner," he says. "I did not excel in the classroom. This is an awesome program." After high school, Hartman hopes to work as a diesel mechanic.

For years, all New York State students were required to pass five Regent exams in order to graduate high school - one each in English, Science, Math, U.S. History, and Global Studies/ Geography. In 2014 the Board of Regents advanced new regulations stating that students were permitted to take four Regents exams, and one comparably rigorous technical or arts assessment for the fifth requirement for graduation. DeSiato says this recognition of the challenging course work of CTE classes, and the resulting modification of regents requirements, is "a modest breakthrough."

Phillip Grome, director of Career and Technical Education at OCM BOCES, said that two BOCES campuses (in Syracuse and Cortland) serve close to 1,100 high school students. The students come from 23 school districts in Onondaga, Cortland and Madison counties. There are 17 CTE programs. Grome said BOCES has been focusing on imbedded programs where students spend half of the school day learning in a professional environment. For example, students studying physical therapy learn and train at Upstate Medical Center, and students studying media marketing communications, learn and train at WCNY.

Even with administrators and teachers emphasizing CTE as an acceptable path to college, old notions persist about hands-on career training versus traditional academics. Ryan Bristow, a student at Cicero-North Syracuse High School, said a counselor at school was surprised when he wanted to begin a program through BOCES. He remembered her saying, "You're in all honors classes - are you sure?"

Bristow entered the course his junior year, pursuing physical therapy. Along with 20 other area high school students, he spends half the school day, Monday through Wednesday, at SUNY Upstate. At Upstate, physical therapists teach the classes and students are able to learn and observe health practitioners in a clinical setting. Bristow has also spent time observing professionals at Jowonio School, an inclusive preschool in Syracuse. Bristow said he has already made an orthotic (a device used to correct an orthopedic problem), and become certified in CPR. On top of this, through these experiences Bristow has also earned college credits.



Syracuse Pathways to Technology (P-TECH) is a collaborative partnership between the Syracuse City School District, Manufacturers Association of Central New York and Partners for Education & Business. The program offers students a unique six-year program experience starting in ninth grade; combining elements of high school, college and career training. Students engage in a curriculum that includes technical skills training, project-based learning, and mentorships from professionals. Those who successfully complete the program graduate with a NYS Regents Diploma or a Regents Diploma with Advanced Designation and a Technical Endorsement, along with a no-cost Associate in Applied Science Degree from OCC in Electrical Engineering Technology or Mechanical Engineering Technology.

Here, a ninth grade P-TECH student competes in an engineering challenge called the "Gumdrop Bridge Building Challenge." Representatives from Ephesus Lighting were there for support and judging. Each team of students was given toothpicks and a box of gumdrops. Teams worked to design and build a bridge spanning a distance of 8 inches between two tables. Each bridge was tested to see how much weight it could hold. The winning team's cup held 435 grams while suspended from the bridge.



Chris Soden at Syracuse Glass Company uses a glass lifter to place sheets of glass on a conveyor for edge polishing.

Looking Forward

Throughout our study, local economic development practitioners underscored the significance of how diverse our economy has always been in terms of work and industry. They also pointed to the important role of chance, opportunity, and unforeseen collisions in the practice of economic development. They described their practice – and their projects – as organic and evolutionary. When asked about the future they also used the language of gambling – noting that economic developers, economists, elected officials, businesses, and the public are “making huge bets” all the time. They cited the Destiny USA project as an example of a huge bet that is paying off, and pointed to the revitalization of Downtown Syracuse as a series of smaller bets that, collectively, have also paid off.

Throughout the various study sessions panelists outside the economic development sector raised concerns that, while these projects have resulted in some gains, they have not resulted in enough good jobs. There is a consensus in the community that without economic development pulling more CNY residents into better-paying jobs, our economic ecosystem will stagnate and the social problems that accompany this kind of economic slowdown – with which we have been struggling since the mid-1970s – will persist.

So what can we do to move forward with confidence, optimism, and a plan? We can build on our strengths. According to our findings, locally, at present, some of our most significant

business clusters with potential for growth include Electronic Equipment, Digital Electronics, HVACR, Power Transmission, and Radar Technologies (this includes research, development and manufacturing). Economic development practitioners we interviewed said that local businesses in these fields do what they do very well, and are competitive with other businesses on a national scale. They also noted that some of our labor core competencies correspond with these fields – including ceramics, electronics, glass, metal, and plastics.

When asked what they see as areas of promise for future economic development – “bets” they’d take – our interviewees listed the following:

- **Unmanned Aerial Systems (UAS) Traffic Management** – unique to Syracuse in terms of skills/talent, history of the industry, and solid research
- **Creation of an Inland Port** – presence of the infrastructure, though not unique to Syracuse; so, there would be more active bidding/competition required
- **Semiconductors** – the presence and success of this industry in Albany should have a trickle-out effect, especially given that Albany is ranked 4th in the nation in this industry; there is a significant and critical commitment to the semiconductor industry from the state
- **Agriculture** – including food products and processing; there was a dairy industry boom occasioned by the success of Chobani; the success of craft industries like breweries

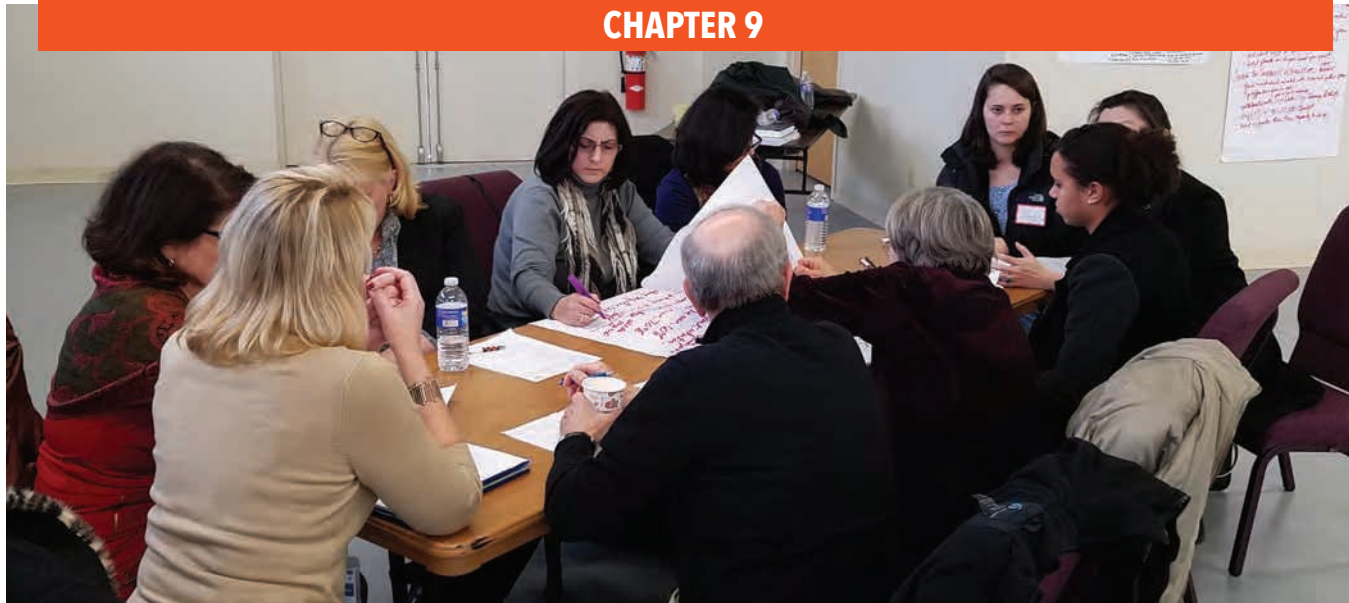
and vineyards, and local soybeans that are highly desirable in Asian markets

- **Energy Industry** – we have robust facilities in CNY as well as the know-how; there is significant potential in the geothermal energy market
- **Climate Technologies** – Supply chain partners and service and maintenance providers stemming from these industries/areas of economic activity

Another idea that our interviewees underscored is that, in the practice of economic development, it is important to know when to use which approach, or how to thread and weave in different approaches. They gave the following example: “Some people are looking for a road map. In this line of work, the better approach is to have a game plan. [This is] a better way to give form to an organic system.” They emphasized the value of thinking about economy as ecosystem, and added that our economic diversity is key to its health and prosperity. To this end, we see greater participation in economic development activity on the part of all stakeholders

as essential. All parties should be able to weigh in on the bets we are placing.

Finally, on the subject of marketing the region, our interviewees discussed the role of site selecting firms, which are the hired “middle men” researching areas for potential business relocation or creation. They noted that much of this research is done on behalf of large corporations. The majority of this research happens online, however, economic developers do spend time educating some site selectors who are looking at the region and have “drilled down” to CNY as an area of focus. On a cautionary note, we feel that if we don’t market ourselves on the basis of our diverse enterprises and highly-skilled workforce – which has been our strength – we will become ever more vulnerable to the whims of big business, large corporations, and the homogenization of work opportunities which are predominantly low-wage jobs.



Community members participate in a scoping session to outline important issues for study.

Findings and Recommendations

In our year-long study process, How CNY Works set out to find what kinds of work we do, what we earn in wages, what opportunities are available and becoming available, who is included in the workforce and who is not. Our study did not result in a complete understanding of these issues. It did, however, reveal important information that helps us frame a plan for further inquiry and community action.

We found that there is a lack of clarity regarding the work people do in CNY and how much they earn for it. There are many CNY residents who are disconnected from work, concentrated in communities which are situated in generational poverty. There is a lack of transparency and public involvement in economic development. There is not enough effective coordination between people and organizations working to make the community more prosperous.

The Study Committee's specific recommendations follow. They are intended for the public at large; elected leaders, business and community leaders, educators, and economic planning bodies:

- Conduct a broad ecological survey of work in Central New York. Economies, like ecosystems of the natural world, consist of different components that interact with, affect, and depend on each other. An ecological survey of work, then, will help us gain a deeper understanding of how the components of our local economic ecosystem interact. It will help us identify present and emerging work opportunities. Currently, points of entry into these different lines of work are difficult to identify or define because we don't see them or know about them. If we saw them more clearly, we could do a better job of connecting prospective workers with opportunities, and employers with talent.
 - Include detailed information about wages and income mobility in these different lines of work.
 - Include a detailed assessment of the core competencies of regional enterprise and workforce.
 - Include a detailed assessment of employment and unemployment data by zip code and neighborhood.
 - Results of the survey should reveal which sectors are the engines of our economy and form our economic base.

- To begin this effort and help to determine its value:
 - Survey human services nonprofits and manufacturing companies – these are two significant employment sectors we determined are under or inaccurately represented in current NAICS coding.
 - Survey the work of home health/personal care aides, housekeeping and environmental services workers, and nail salon employees – these are three fields of employment where there is concern that workers are treated unfairly in terms of wages and/or health and safety.
 - Survey the work of childcare providers, including those working in centers and those providing childcare in their homes. An ecological study of work in our region needs to delve into this area, as access to safe, reliable and affordable childcare is essential for all working parents. We need a better understanding of: who provides this service, what activities and responsibilities are included in their scope of work, the hours they spend working, required training and certification, and wages earned. Child Care Solutions should be a key partner.
- Include a deep exploration into the data that is currently available through the Federal Bureau of Labor Statistics (BLS) and NYS DOL in order to identify points of intersection with or divergence from the survey results.
- Examine employer recruitment and hiring practices – focus on those employers that make up the economic base – in order to pinpoint specific barriers to access for individuals who are currently disconnected from the workforce. Include interviews with human resources and talent recruitment professionals, as well as temporary employment agencies that contract with these employers. Make recommendations and help employers develop plans to remove barriers.
- Foster stronger connections (including mutual awareness and familiarity) and increased collaboration between employment service providers, as well as education/training programs, to optimize use of expertise and resources.
 - Conduct asset mapping to gather and inventory information about the various agencies involved in this work. Once depicted in a map, consider how to build on these assets to address community needs and improve job placements.
 - Encourage peer forums for providers to engage with and learn from one another. These forums should be open to the public.
 - Promote the use of “211CNY,” a telephone hotline and online database maintained by Contact Community Services. This database contains a nearly comprehensive list of “Employment & Education” resources, easily accessible from the dashboard on Contact’s main web page. Support continued work to invest in updates and maintenance of this database.
 - Research the cost of issuing a hard copy directory of employment services (like the Exceptional Family Resources resource manual).
- Introduce neighborhood or community “navigators” (like healthcare navigators) to work with residents to foster better connections between job seekers and resources.
 - Navigators would reside in the neighborhoods they serve, and bring prior relationships as the natural “go-to” people in their communities.
 - Navigators would be paid for their work: Funding would include contributions from businesses and organizations that are stakeholders in these neighborhoods, allocations from municipalities, and possibly the state.
 - Navigators would build strong relationships with residents, be partners with employers, and be “on-the-ground,” proactive, and dynamically involved with job seekers.
 - Navigators would not be attached to a particular agency or agenda.
 - Community engagement and feedback should be an ongoing feature of the navigator approach.
 - To start, select city neighborhoods with the highest concentration of unemployed residents (per results of the detailed assessment of employment and unemployment data by zip code and neighborhood – see first recommendation).

- Increase and improve engagement of private sector businesses/employers in addressing community issues that negatively affect the overall economic ecosystem.
 - Ask them to be part of the solution to our problem with poverty and the employment skills gap; help them explore alternative hiring practices, use of supportive resources, and methods of training that could be a good fit for their work culture (Marriott Syracuse Downtown is a great example). Also help them to connect with one another and share experiences/ideas/challenges as a peer group of employers who have pledged to proactively work toward hiring goals that support antipoverty work in the community.
 - Weigh and consider the creation of a local “Strikeforce” in partnership with NYS DOL.
 - Ask employers to work with CBOs and public officials to consider broadening the reach of Ban-the-Box practices and legislation.
- Increase public and private support for local CTE programs.
 - Call for CTE programs to be offered in every secondary school – including basic “workshop” classes.
 - Reach out to students, families and natural support networks with information highlighting the features of CTE as a secondary school option that does not preclude college as a post-secondary pathway. Start this outreach while students are in elementary school.
 - Explore options for including experiential and project-based learning in early childhood and elementary education to better prepare students for hands-on CTE programming in secondary school.
 - Encourage businesses and professionals who are already supporting these programs to reach out to colleagues, associates and other businesses, to share their experiences and promote involvement.
- Reexamine how individuals qualify to enter or advance in their chosen field of work.
 - Our study revealed heavy emphasis on degree attainment or certification to perform work that, in the past, a worker could qualify to do through on-the-job training and work “seasoning.”
 - Encourage employers to increase utilization of on-the-job training and work “seasoning” as a bottom-up approach to training workers and promoting them to “middle-skills” positions.
 - The need for entry level workers will increase as success of economic development initiatives lead to increased and more robust business activity. As more new entry level workers are hired, more seasoned entry levels workers should be promoted to the middle.
- Promote and expand social ventures – like Catholic Charities of Onondaga County’s “Project Joseph” and AccessCNY’s “Provisions Bakery” – which put people to work and help them build skills, while also generating revenue to fund programming – or “Café at 407,” which is a bakery/café whose profits fund Ophelia’s Place.
 - Establish an advisory group that would offer guidance to area nonprofit organizations that are considering, or might consider, launching social ventures.
 - This group would consist of mentors from agencies/organizations who are operating successful social ventures, as well as small business development resource centers and other experts in business.
 - This group could operate under the Human Services Leadership Council (HSLC).

- Introduce protections for low-wage workers and workers who are employed by third party (temporary) agencies
 - Promote and prioritize support for the outreach efforts of the Low Wage Workers Health Project, including their findings and recommendations.
 - Study and consider introducing local legislation (following precedent set by the states of CA, IL, and MA), to protect basic rights for temporary employees.
 - This could include passing a local “Right to Know” law, which would entitle temporary employees to information such as: where they will be working, designated pay days, and whom they should contact if they are injured.
 - Also a “Responsible Job Creation Act,” which would: (a) assure workers that they can report workplace injuries and/or wage theft without threat of retaliation, (b) require staffing firms to provide notice of schedule and 48 hours’ notice of scheduling changes, and (c) encourage pay for temporary work be comparable with wages paid to direct hire employees.
- Introduce “participatory economic development” as CNY’s regional approach to economic development. Participatory development is a concept that influenced a paradigm shift in development work in the 1970s, calling for “people-centered” practice in the design, implementation, and evaluation of development programs and interventions. Consistent with the principles of democracy, this concept holds the sovereignty of people as the highest stake in designing any approach to development, and calls for development work to support people identifying and addressing their own needs.¹

If we apply this framework to economic development in CNY, we see tremendous potential for community prosperity as a result. The work of economic development is not just for those who have a professional and vested self-interest in economic decisions and outcomes – it is a responsibility we all share.

Participatory economic development will:

- Promote public participation and improve public access to the work and objectives of business associations, economic development organizations and practitioners – including those at the city, county, regional, and state levels;
- Increase efforts to include historically underrepresented stakeholders in economic development;
- Increase transparency regarding the process of decision-making, the entities involved, available funding sources, and the allocation of funds for regional economic development activity;
- Call for economic developers to enlist the help of our regional private sector (including businesses that do not join member organizations promoting economic development) to:
 - Generate new business leads and ideas
 - Gather market intelligence
- Use results of the ecological survey to understand which sectors are the engines of our economy, and focus economic development energy and funds on these engines;
- Call for the creation of a joint commission made up of a diverse group of working citizens representing guilds and businesses, marketers, educators, salespeople, and CBOs to:
 - Deliver relevant, time-sensitive market intelligence to local economic developers, as well as the state;
 - Consider sources of funding for this commission which would be renewable, nonpartisan and unattached to a particular business, industry sector, or any existing economic development entity;
 - Hold economic developers and the state to a greater standard of accountability to the community for the common good.

¹ Jennings, Ray. “Community Based Reintegration and Rehabilitation in Post-Conflict Settings,” Conference, Washington DC, October 2000.

Study Resources

- “Vision 2010: An Economic Development Strategy for Syracuse and Central New York,” SRI International, June 1996
- “Transitioning to a Knowledge Economy: Upstate New York’s Economic Development Roadmap,” Battelle Technology Partnership Practice, December 2003 (commissioned by the MDA)
- “Blueprint for Creative Growth, Upstate New York Region,” Catalytix, Inc., A Richard Florida Creative Company, December 2003 (commissioned by the MDA)
- The Rise of the Creative Class, Richard Florida, Basic Books, 2002
- “Leveraging Better Outcomes for Downtown,” Onondaga Citizens League Study, 2006
- “Understanding the Employment Skills Gap in CNY,” Onondaga Citizens League Study, 2014
- “Restoring Prosperity: The State’s Role in Revitalizing American’s Older Industrial Cities,” The Brookings Institution, 2007
- “CNY Rising from the Ground Up,” regional URI plan, 2015
- “Consensus report,” Consensus Commission, 2016
- “How to Decimate a City,” The Atlantic, November 20, 2015
- “Special Report: Central New York Region, Economic Profile,” (DiNapoli report) Office of the New York State Comptroller, November 2016
- “Arts and Economic Prosperity,” A Project of Americans for the Arts, Professor Ronald Wright of Le Moyne College, 2012
- “Economic Forecast Report,” CenterState CEO, January 2017
- “Asset Limited Income Constrained Employed report,” (ALICE report) United Way, November 2016
- Publications by the Low-Wage Workers’ Health Project, Occupational Health Clinical Center, SUNY Upstate Medical University, funded by NYS Department of Health, 2014, 2015, and 2017
- “US and CenterState NY Economic Outlook,” Gary Keith (Regional Economist, M&T Bank), January 2017
- New American Economy report on the economic impact of New Americans, 2017 (commissioned by CenterState CEO)
- “Job Trends: Central New York,” by Karen Knapik-Scalzo, NYS Department of Labor, November 2016 and February 2017
- “A Day’s Work,” documentary film by David DeSario and David M. Garcia, 2015
- The Poverty of Work: Selling Servant, Slave and temporary Labor on the Free Market, David Van Arsdale, Studies in Critical Social Sciences, Brill, July 2016
- Vision CNY Central New York Regional Sustainability Plan Executive Summary, Central New York Regional Planning and Development Board, June 2013
- “The Architecture of Segregation: Civil Unrest, the Concentration of Poverty, and Public Policy,” Paul A. Jargowsky, The Century Foundation, August 9, 2015
- “Community Based Reintegration and Rehabilitation in Post-Conflict Settings,” Ray Jennings, Washington DC, October 2000
- “The Ruse of the Creative Class,” Alec MacGillis, The American Prospect, December 18, 2009
- “Richard Florida Concedes the Limits of the Creative Class,” Joel Kotkin, The Daily Beast, March 20, 2013

Study Participants

We thank all those who gave their time, expertise, and viewpoints during the 2016/17 study. We hope this list is inclusive of all those who participated. If not, we apologize for the oversight and extend our sincere appreciation.

Greg Avellino	Paul Driscoll	Tanya Jenkins	David Michael	Matt Tarolli
Rich Balamut	John Driscoll	Jared Jones	Doreen Milcarek	Mary Thompson
Emily Barrett	April English-Palozzola	Delores Jones	Laura Miller	Mari Ukleya
Susannah Bartlett	Maria Lourdes Fallace	Dee KleeB	Chris Miller	Fanny Villarreal
Cherylene “Twiggy” Billue	Jim Fayle	Peter Knoblock	Rhonda O’Connor	Lisa Warnecke
Ryan Bnstow	Michael Feng	Rebecca Kohler	Erika Oppenorth	Juanita Perez-Williams
Ron Boxx	Adria Finch	Alex Kondzielawa	Lanessa Owens	Ray Williams
Ed Brown	Tom Fletcher	Alex Ladstatter	Mike Pasquale	Jeanette Zoeckler
Carolyn Brown	Jody Frawley	Athena Last	William Pollard	Loretta Zolkowski
Zareyah Brown	Craig French	Minch Lewis	Nora Putnam	
Avery Cambridge	Julian Galimo	Samatha Linnett	Kerin Rigney	
Tom Carlin	Travis Glazier	Peggy Liuzzi	Eric Rogers	
Virginia Carmody	Holly Granat	Jennifer Locke	Jonnell Robinson	
Pam Charron	Constance Gregory	Chol Majok	Curt Ruddy	
Dewayne Comer	Wayne Grove	David Mankiewicz	Lori Schakow	
Dennis Connors	Melissa Hidek	Marianna McClain	Michael Schmid	
Kira Crawford	Bahattie Hill	Amy McCluskey	Bridget Scholl	
Martha Derocher	Heidi Holtz	Sarah McIlvain	Lenore Sealy	
Donna DeSiato	Deborah Hundley	Mike Melara	Jim Smith	
Benjamin Domingo	Michael Irwin	Mike Metzgar	Jai Subedi	

Panelists and Session Hosts

1. Ed Bogucz (Center of Excellence), Dennis Connors (Onondaga Historical Association), Natalie Stetson (The Erie Canal Museum) – hosted by Salt Museum staff, Friends of Onondaga Lake Park, and Onondaga County Parks
2. Juanita Perez-Williams (NYS DOL), Jeanette Zoeckler (Upstate, Low-Wage Workers Health Project), John Bergemann (Crouse Hospital), Christopher Miller (Syracuse City School District), Julian Galimo (VNA Homecare), and Bridget Scholl (Onondaga Community College) – hosted by The Erie Canal Museum staff and Natalie Stetson
3. Al Turner (retired, Verizon), Brittany Buffum (Workforce Development Institute), Mark Spadafore (1199 SEIU), and Richard Knowles (Steelworkers Union) – hosted by Rick Destito at The Gear Factory
4. David Bottar (Central New York Regional Planning and Development Board), Julie Cerio (Onondaga County Office of Economic Development), Paul Driscoll (City of Syracuse Department of Neighborhood and Business Development), James Fayle (Empire State Development), Andrew Fish (CenterState CEO), Karen Knapik-Scalzo (NYS Department of Labor), and Randy Wolken (Manufacturers Association of CNY)– hosted by staff at the Syracuse Center of Excellence
5. Cherylene “Twiggy” Billue (Build 2 Work, Jubilee Homes), Mike Pasquale (Center for Community Alternatives), Lenore Sealy (CNY Works), Mike Irwin (Greater Syracuse Works), (April English Palozzola (JOBS Plus!), Natividad Cabrera (Mercy Works), Mike Metzgar (OCC Workforce Development), Mari Ukleya (OCM BOCES), Matt Tarolli (OCM BOCES), Rebecca Kohler (On Point for Jobs), Rhonda O’Connor (Visions for Change), Lanessa Owens (Volunteer Lawyers Project), and Kira Crawford (Work Train) – hosted by Natividad Cabrera and staff at The Vision Center.
6. Wayne Grove, PhD. (Professor of Economics at Le Moyne College), Alex Kondzielawa (Le Moyne College undergraduate) Michael Schmid (Le Moyne College undergraduate), David Mankiewicz (SVP, Research, Policy & Planning at CenterState CEO and President of the University Hill Corporation) – hosted by OneGroup Center.
7. El-Java Abdul Qadir (SSIC), Mike LaFlair (NEHDA), Bob Doucette, Esq. (Paramount Realty Group and Armory Development & Management), Dan Cowen (CenterState CEO, UP Start Syracuse), Rebecca Newman (Housing Visions Unlimited), and Greg Schwarz (SCORE, Syracuse) – hosted by El-Java Abdul Qadir at South Side Innovation Center.
8. Heidi Holtz (Gifford Foundation), Loretta Zolkowski (Human Services Leadership Council), Stephen Butler (CNY Arts), Robert Hupp (Syracuse Stage), Kevin Montgomery (Everson Museum), Sharon Owens (Syracuse Community Connections), Mike Melara (Catholic Charities of Onondaga County), Kenyon Craig (Housing Visions), Jon Garland (Symphoria) – hosted by Larry Luttinger, and staff at Jazz Central.
9. Panel members representing Robert Leslie (Syracuse City School District), Donna DeSiato (East Syracuse Minoa School District), Brian Kesel (West Genesee School District), Philip Grome (OCM BOCES), Mike Metzgar (Onondaga Community College) – hosted by staff at Public Service Leadership Academy
10. Don Hazelmyer (Dynamic Hybrids), Michael Feng (Progressive Expert Consulting), Laura Miller (Darco Manufacturing), Steve Bar (Small Business Association), Mike Cartini (Small Business Development Center), Greg Schwarz (SCORE, Syracuse) – hosted by Michael Feng at Progressive Expert Consulting
11. Karen Knapik-Scalzo (NYS DOL), Katelin Arnold (CNY SHRM), Sue Wallace (AP Professionals), and Tom Fletcher (C.R. Fletcher Associates, Inc.) – hosted and co-sponsored by Kim Armani at the SUNY Oswego Metro Center
12. David Van Arsdale, PhD. (Onondaga Community College), Dave DeSario (Alliance for the American Temporary Workforce), and Jeanette Zoeckler (Upstate Low-Wage Workers Health Project) – hosted at SUNY Oswego Metro Center by event co-sponsors Onondaga Community College, Darco Manufacturing, Inc., SUNY Oswego Metro Center, and University College, Syracuse University.
13. (Roundtable) featuring participants in Catholic Charities Culinary Arts Self-Sufficiency (CASS) program, Cody Maggi (CASS staff member), and Jeanette Zoeckler (Upstate, Low-Wage Workers Health Project) – hosted by Heidi Holtz at The Gifford Foundation

Study Session Questions (summary)

Historic Overview

- What were the primary industries or businesses in Syracuse/CNY in each successive historic era?
- What did they produce and were there spinoffs?
- What cycles contributed to their ebb and flow?

CNY's Economic Base, Today and Tomorrow

- Do "Eds & Meds" constitute the largest part of CNY's economy today and how is this measured?
- Who are the employees and what type of work do they perform?
- Is there high turnover, and if so, what are the primary reasons for this?

Role of Organized Labor

- What kinds of union jobs exist and how have these jobs changed over the years?
- What are some of the struggles or barriers faced by these workers?

Local Economic Development

- What kinds of activities constitute economic development in CNY and who is pursuing them?
- What do we know about the diversity of our economy relative to statistical data?
- What do local experts suggest for future development?

Connecting CNY Residents to Jobs

- What are the common barriers faced by job seekers in CNY?
- What activities are local agencies engaging in to improve job seekers' chances of success in finding and keeping living wage jobs?
- What challenges to local agencies face in providing these services?

Longitudinal Look at CNY Economy

- What lessons may be learned from an historical review of a geographical area or type of business?
- Do we understand how we arrived at our current economic situation?
- What impacts might we expect from technological, generational and global changes?

Community-based Economic Development

- How do organizations assist small businesses and start-ups?
- What are some successes resulting from these efforts?

Nonprofits and the Arts

- How do CNY nonprofits and arts organizations contribute to the local economy?
- If this sector didn't exist, how would it affect our economy?
- How are these organizations changing in response to changes in the economic and political ecosystem?

Career and Technical Education

- How has CTE changed and evolved over the years?
- How are CTE options determined and assessed?
- What are the effects of CTE programs?

Small and Family Businesses

- What are the challenges, advantages and rewards of running a small or family business?
- Which organizations provide start-up and ongoing support to small or family businesses? Are services adequate?
- What is the current state of small businesses in CNY?

Third Party Employment Services

- Who are the customers that utilize these services?
- How have these services changed over time, and why?
- How do these businesses impact the local economy?
- What are the challenges faced by these businesses?

Social Impact of Third Party Employment Services

- What happens when jobs are reclassified from permanent to temporary?
- What are the ripple effects for employers and employees? What are the ripple effects in the broader economic ecosystem?
- What are some differences between permanent and temporary work?



700 UNIVERSITY AVENUE, ROOM 406
SYRACUSE, NY 13244
PHONE: (315) 443-4846
FAX: (315) 443-4410
EMAIL: OCL@SYR.EDU
WEBSITE: ONONDAGACITIZENSLEAGUE.ORG

Onondaga
**Citizens
League**

